FINAL

LEBANON CITY COUNCIL
ANNUAL WORK SESSION -
OUTCOMES & WORK PLANS
MINUTES
Tuesday, April 26, 2022, 7:00 p.m.
Remote Via Microsoft Teams: LebanonNH.gov/Live

MEMBERS PRESENT:	Mayor Tim McNamara, Assistant Mayor Clifton Below, Erling Heistad, Karen Liot Hill, Christian Simon, Douglas Whittlesey, Devin Wilkie, and Karen Zook
MEMBERS ABSENT:	George Sykes
STAFF PRESENT:	City Manager Shaun Mulholland, City Clerk Kristin Kenniston, Finance Director Vicki Lee, Deputy Finance Director Alesia Williams, Human Resources Director Gloria Leskiewicz, Human Services Director Lynne Goodwin, Fire Chief/Emergency Management Director Chris Christopoulos, Fire Captain Jim Wheatley, Director of Planning & Zoning David Brooks, GIS Coordinator Mark Goodwin, DPW Administrative Services Manager Kelly Crate, Public Works Assistant Director Jay Cairelli

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1. **CALL TO ORDER:** Mayor McNamara called the meeting to order at 5:30 p.m.

2. **ANNUAL WORK SESSION:**

On pages 2-65 in the City Council's agenda packet is the City Manager's comprehensive presentation of Draft Outcomes & Work Plans report that covers the Strategies; the 2021 Accomplishments; the 2022 Outcomes Measures; and Looking Ahead (2023-2024) for the City Manager's Office, Finance/Assessing, City Clerk's Office, Human Resources, Human Services, Fire/Emergency Services Departments, and Planning Department.

This was the first annual presentation of the Draft Outcomes & Work Plans for the City in 2022. It is similar to a strategic plan but contains more of the detailed functions of what the departments are going to accomplish in the ensuing year.

- **CITY MANAGER – Shaun Mulholland**

Complete report can be found on pages 2-65, agenda packet.

In accordance with the City's Charter, the City Manager is responsible for producing a budget no later than the end of October, and then the Council has work sessions in the month of November, with a Public Hearing held in December when the Council acts on the budget.

On May 11th, 2022, the Finance Department and City Manager will talk about the City's financial outlook, which will go into a more detailed preparation for the 2023 budget. In the past, individual Councilors have talked about what their top three priorities are. This is the last year the City Manager plans to do this work session in this format. Next year he plans to develop more of a Strategic Plan, which will focus not so much on departments but rather focus on functions and the larger objectives we want to accomplish as a city. He wants a more collaborative approach that would include other Boards, Commissions, Committees and will be anticipating a vote from the Council on those objectives as to where the City will be going. This will require a more detailed process by other people in the City than what has traditionally been done.

City Manager Mulholland reviewed the following reports from his office, noting he was not going through each individual item since they were all listed in the agenda packet:

1. **Highly Efficient Customer-Focused Organization**
2. **Expanded Citywide Digital Media, Innovation and Public Information Presence:**
   2021 Accomplishments
   - Implemented a new Chatbot AI feature across the website to help residents and visitors find answers more quickly and to serve as a mechanism to inform the DMO team on community needs.
   - Completed an overhaul of the Life in Lebanon section of the website.
   - Launched Solid Waste Permit system including: a web app for scanning permits at the Solid Waste Facility; training for authorized agents and clerks; electronic form that allows residents to apply online; workflow processes in Laserfiche to allow staff to approve permits; onsite and offsite assistance for DPW staff; and public messaging campaign.
   - Oversaw the installation of five signs across the city with the Digital Media team managing matters related to ongoing public messaging and technical maintenance.
   - Purchased an ADA software package that will serve as tool to educate staff and help the city meet digital ADA compliance standards.
   - Performed ongoing training for city staff in CivicClerk software as well as implementation of live streaming feature and simplification of Lebanon Live page to reduce staff workload.
   - Initial soft launch of LebanonNH.gov/Open Records for board and committee agendas and minutes scanned by NEDocs.
   - Maintained and oversaw 14 social media sites currently in use Citywide (Facebook, Twitter, Instagram, and YouTube).
   - Maintained 15 different LebAlert Groups in use by all city departments.
   - Continued curation and publication of LebNews email newsletter (currently emailed to over 1700 subscribers with a 46% open rate which exceeds industry standard).
   - Oversaw Ask LebNH system to ensure questions are up-to-date and relevant to questions being asked.

   2022 Outcome Measures:
   1. Implementation of Laserfiche for use by City departments; building workflows and business processes that will allow us to replace PDF forms with electronic forms that allow for task management and digital signatures.
   2. Implementation of OpenGov procurement software for enhanced RFx process as well as contracts management.
   3. Implementation of ADA software for website and training for staff tasked with website communications.
   4. Implementation of BS&A Employee Tracker software to create a robust onboarding experience.
   5. CivicClerk innovations for electronic voting, indexing, board management.
   6. Implementation of DMO help desk tied into Cyber Services help desk to promote efficiency,

performance tracking, and a one-stop help desk portal.
7. Migrate City Manager permits and forms to be managed by an electronic process powered by Laserfiche.

3. Legislative Advocacy
4. Enhanced Sustainable Economic Development
5. Transparency and Fiscally Responsible Annual Budget
6. Careful, Well Balance, Cost-Conscious, Capital Improvement Planning
7. Diversity, Equity and Inclusion (NEW)

1. City Staff to complete NLC REAL 200 & 300 programs.
2. DEI Commission liaisons with School District, Hartford Committee on Racial Equity and Inclusion (HCOREI) and Lebanon Arts & Culture Commission.
3. Review of City policies, codes and Charter to amend gender terms to gender neutral terms.
4. Development of process for review of proposed policies, codes and Charter provisions through an equity-lens framework.

8. Childcare (NEW)

2021 Accomplishments

- Provided a key leadership role in the development and ongoing Vital Communities Childcare Steering Committee.
- Committed ARPA funds to the VC initiative over a three-year period to develop solutions to the childcare crisis.

2022 Outcome Measures

1. Co-facilitate the VC Childcare Facilities & Program Models Working Group and develop solutions.
2. Implemented a parental leave program for City staff.
3. Implemented a Dependent Care Flexible Spending Account program.

Looking Ahead (2023-2024)

1. Potential implementation of programs and processes that are developed from the VC childcare working groups.

- **FINANCE/ASSESSING – Vicki Lee, Director: Alesia Williams, Deputy Finance Director**

Complete report can be found on pages 15-18, agenda packet.

The Finance Department is responsible for a multitude of City internal workings. In 2021, Finance managed four divisions: Accounts Payable, Water/Sewer; Payroll; Assessing. Finance maintains compliance with generally accepted accounting principles where Federal and NH State laws rule the regulations. Additionally, they provide support to the City Manager for the preparation of the Annual Operating Budget. This department is also responsible for all financial operations of the City, as established by City Ordinances and the City Charter.

In 2021, Finance started the process of implementing the City's new cloud-based financial software for payroll, general ledger, cash receipts, accounts payable and their next focus will be the Planning Department. The next module they will be working on is Utility Billing. They have also been working with the City Clerk's Office with their implementation of their new software.

The Finance Department processed over 15K water/sewer/septage/backflow sprinkler bills, and processed almost 12K payroll checks, as well as 5,600 AP checks. The Finance Department also oversees the administration of all grants (CDBG Grants; State Grants; Federal Grants) and have also worked with the City Manager and Human Resources Director to gain uniformity with three union contracts.

Finance 2022 Outcome Measures are to:
1. Establish procedures for accurately recording various department grants
2. Continue to oversee the administration of all grants (CDBG, State, Federal, etc.)
3. Researched debt management software
4. Update tax rate projections in subsequent years
5. Establish procedures for the new budget software
6. Develop the 2023 budget process
7. Implement debt management plan and amend the Council policy for the sewer fund
8. Implement debt management software

- **ASSESSING (Pages 19-20)- Vicki Lee, Director**

Complete report can be found on pages 19-20, agenda packet

Finance Director Lee reviewed the accurate and efficient handling of financial resources; Compliance with Federal, State & Local Policies and Principles; Public Education regarding assessment functions and activities; and, how Equitable Assessments are being maintained at or near market ET Value.

For 2023-2024, Assessing will continue to review and analyze sales and perform annual review of the parcels every year.

City Manager Mulholland noted it will be a challenge for us to wait another five years for another re-evaluation the way property rate values keep rising. Another issue is having to supplement appropriations because our Capital Projects came in over what was anticipated due to the labor market and the rise in the cost of materials.

- **CITY CLERK – Kristin Kenniston**

Complete report can be found on pages 21-23, agenda packet

City Clerk Kenniston reported her office has done digitized City records and made it through quite a bit of the vault downstairs, which is most of the Planning records. There is a little bit of fine tuning that needs to be done with those, but we are hoping to get those onto a public portal so people can access them to see building permits, etc. for their properties. We will be starting with the Department of Public Works records next, which is a big undertaking because it involves projects and there are a lot of moving parts and pieces. We have coupled with a company called Ricoh and they will be taking on the bulk of the scanning and then putting them into folders for us. We hope this will be done by the end of the year.

The City Clerk's office is now using the Interware software system, which replaced MuniSmart. This will be used for dog licensing, car registrations, property taxes, etc., and are now exploring the vote tracking function in CivicClerk, to help track votes of City Council., which will be beneficial to our residents and staff support, when preparing minutes.

We continue to look at staff development, and how to best serve our community by staying on top of all the various changes in laws and in the way we do things.

The City Manager highlighted the issue of transparency, noting that the whole purpose of digitizing City records is to allow people to get documents when they want to. There has been an issue under RSA 91-A regarding the access of public documents and the requests seen in other communities. The goal is to get the City in a position where people do not have to call or ask for documents from staff, they can just go and search the data themselves on their own time.

- **HUMAN RESOURCES *(Pages 24-26, agenda packet)* – Gloria Leskiewicz, Director**

Complete report can be found on pages 24-26, agenda packet

Director Leskiewicz reviewed how Human Resources is optimizing the best Human Resources practices, noting they are looking to streamline, enhance, and improve critical areas in Human Resources. She also reviewed and explained the HR Strategies, 2021 HR accomplishments; what HR's 2022 Outcomes were; and, what they plan to do in 2023-2024.

- **HUMAN SERVICES *(Pages 27-30, agenda packet)* – Lynne Goodwin, Director**

Complete report can be found on pages 27-30, agenda packet

Director Goodwin noted Human Services expended far less than expected due to Federal Funding made available for rental /utility assistance. There were also fewer households receiving rental assistance and as of April 17th, about $140M of the roughly $200M of Federal Assistance has been spent.

Director Goodwin served on UV Strong Finance Committee and participated in UV Strong Housing, Focus Group meetings, and Partner meetings. She also facilitated 10 meetings for service providers/housing providers/concerned citizens, which were focused on improving solutions to homelessness from a "housing first" perspective.

Director Goodwin also reviewed and spoke about the further development of integrating a Community Health Service.

City Manager Mulholland noted the West Central Behavior Health Mobile Crisis Team is struggling because they are unable to find workers. The funding is there, but finding certified workers has been a real problem so we have not achieved the objectives we had hoped to regionally. All of the mental health regions throughout the state are struggling to find people.

In response to Councilor Wilkie's question regarding outreach to the homeless, Director Goodwin stated there is not a lot of outreach happening in Lebanon right now. Tri-County CAP has the funds to hire more staff but are struggling to find staff. The one outreach specialist they have is primarily providing services to all the people residing in New Hampshire motels.

- **FIRE/EMERGENCY SERVICES – LFD Chief Chris Christopoulos, LFD Captain Jim Wheatley**

Complete report can be found on pages 31-38, agenda packet

Chief Christopoulos was proud of the folks in the Fire Department who have committed over 4,000 staff hours to providing vaccinations for COVID at various clinics throughout Lebanon and in the Upper Valley. He then reviewed and explained the Strategies, the 2021 Accomplishments, the 2022 Outcomes Measures, and what is being planned in looking ahead to 2022-2023 for each of the following topics:

1. Best in Class Fire & Emergency Medical Services,
2. Safety & Security of Life and Property for Building Construction and Occupancy,
3. Heightened Emergency Preparedness, and
4. Proactive Community Care.

- **PLANNING & ZONING – David Brooks, Director and Mark Goodwin, GIS Coordinator**

Complete report can be found on pages 39-65, agenda packet

Director Brooks reviewed the Planning Department's Strategies, their 2021 Accomplishments, their 2022 Outcome Measures, and what they plan to do looking ahead to 2023-24 for the following topics:

1. Plan for vibrant neighborhoods, including opportunities for appropriate infill and redevelopment (Planning & Zoning).
2. Maximum use of natural resources inventory (NRI) report in land use, open space, recreation, and natural resource planning (Planning & Zoning).
   - Under subtopic #4 (2022 Outcome Measures: Pursue Aquatic Resource Mitigation (ARM) Fund Application for priority conservation project(s) through NHDES for appropriate projects) the Council & Mr. Brooks discussed the ARM Funds and where this stands to date.
3. Implement land use policies that result in more energy efficient building and sustainable development (Planning & Zoning).
4. Plan for multi-modal transportation (Planning & Zoning).
5. Support preservation of historic resources and character (Planning & Zoning).
6. Promote revitalization of the Central Business Districts, which also included Downtown West Lebanon Strategies, their 2021 accomplishments, their 2022 Outcome Measures, and what they will be doing in looking ahead to 2021-2024 (Planning & Zoning).
7. Foster the development of a balanced range of housing to enhance the vitality of the community (Planning & Zoning).
8. Strengthen enforcement efforts for codes, ordinance, and development approvals to ensure public health and safety (Planning & Zoning).

- **CITY OF LEBANON GREEN HOUSE REDUCTION INITIATIVES** (not included in agenda packet). Mark Goodwin, GIS Coordinator.

Complete report was not available in the agenda packet.

Mr. Mark Goodwin reviewed a PowerPoint presentation on the City of Lebanon Green House Reduction (GHG) Initiatives, which will be available on the City's website in the near future. He spoke about why reducing GHG emissions is important; the history of Lebanon's Policy Commitments and associated targets (i.e., 2017 support of the Paris Climate agreement, the City Council adopted Policy, and the NH

Climate Action Plan to reduce GHG emissions by 80% by 2050). He also spoke about:

2025-2018-2021 Comparisons for Local Government Operations

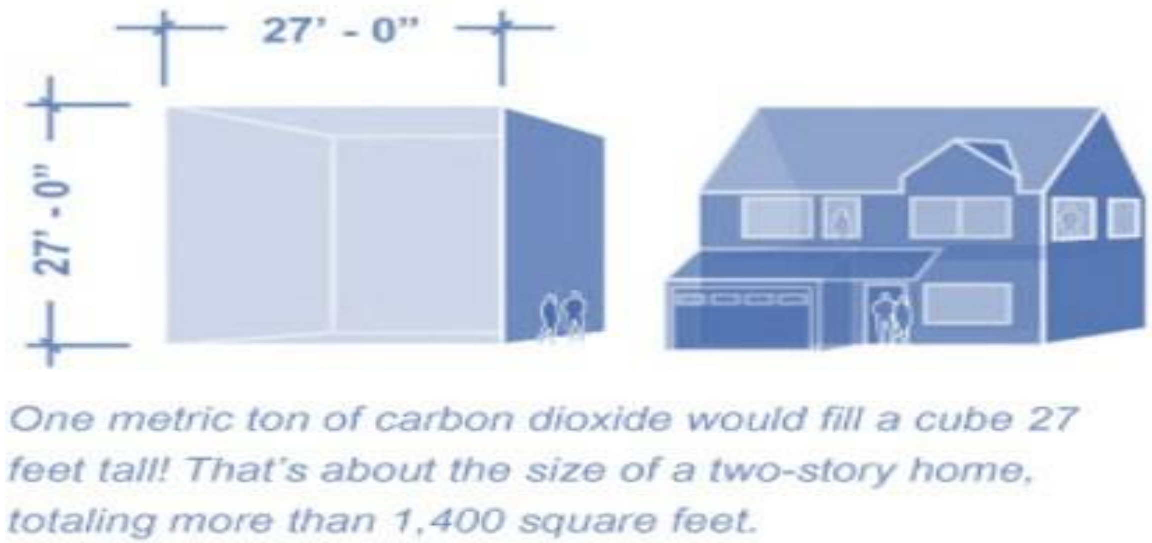

Figure 8: Metric ton of CO2 context (Source: Somerville, MA GHG Report)

	2015	**2018**	**2021**	**% Change 2018–2021**
Landfill	12,712	7,169	5,986	-16.5%
Fleet	1,050	1,157	1,105	-4.5%
Heating Fuel	1,022	1,038	909	-12.4%
Electricity*	1,284	1,054	827	-21.5%
Employee Commute ^	420	429	344	-19.8%
Business Travel +	17	12	12+	0.0%
Total MTCO2e	16,505	10,859	9,183	-15.4%

** includes Street Lights, with modelled kWh consumption*
^ conceptual modeled numbers
+ 2018 data replicated as 2021 unavailable

Baseline year of 2015: 2021=Approximately 44% *reduction or the 80% by 2050*

Landfill Notes

	2015	2018	2021	% Change 2018-2021
Landfill (MTCO2)	12,712	7,169	5,986	-16.5%

Biogenic Emissions

The combustion of landfill gas, a biomass-based fuel, produces CO_2. These emissions are not included in the inventory because according to the current protocol, they are considered biogenic. Unlike the carbon in fossil fuels, biogenic carbor was recently contained in living organic matter and is included the carbon cycle.

- **Landfill emissions are for fugitive methane and do account for the carbon dioxide produced from flaring landfill gas because it is considered a biogenic carbon source.**
- **Fugitive CH4 emissions released from solid waste = what was not collected & the small percent collected but not destroyed**
- **As CoL increases efficiency of collecting and destroying CH4, the MTCO2 number will continue to decrease.**

Fleet Notes

	2015	**2018**	**2021**	**% Change 2018-2021**
MTCO2	1,050	1,157	1,105	-4.5%

	2015	**2018**	**2021**
Sum Gas (gl)	40,168	46,925	38,732
Sum Diesel (gl)	69,791	73,652	74,938

$4 x 115,000 gallons = $460,000 annual cost

- Fleet includes both fuel purchased at Miracle Mile Evans, as well as fuel deliveries
- Trends not reflecting reductions
- CoL operations consume a lot of expensive fuel!
- EV Fleet offers reduction opportunities!

Heating Notes

Department	2021	2018	Change	% Change
Civic - General	140	309	-169	-55%
Library	19	32	-12	-39%
DPW - Water	53	62	-10	-16%
Airport	125	129	-4	-3%
DPW - O&M	153	154	-1	-1%
Civic - Recreation	1	1	0	1%
DPW - Solid Waste	75	72	3	4%
Fire	114	109	5	5%
DPW - Wastewater	148	113	35	31%
Police	80	58	23	40%
Total Stationary Combustion Emissions	909	1038	-129	-12%

MTCO2	2015	2018	2021	% Change 2018-2021
Heating Fuel	1,022	1,038	909	-12.4%

- Decrease from the existing average!
- City Hall Renovation Project = major contributor to decrease (?)
- Kilton Increase 512gls 2018yr – 1,360gls 2021 (*woodchip boiler abandoned*)
- Police and DPW Wastewater increase ?

Electricity Notes

	2015	2018		2021	% Change 2018-2021
Electricity (MTCO2)	1,284	1,054		827	-21.5%

** Includes streetlights with modelled reduction number*

- Positive downward trend continues!
  - CoL consuming “green” solar electricity
  - LED Streetlight Project (approx. 66 lights removed; significant decrease in kWh consumed)
  - City Hall Renovation (36% decrease in kWh consumed)
- Kilton Library consumed 85% of the amount consumed by City Hall in 2021 – warrants a closer examination (?) *(274,640 kWh City Hall; 233,400 kWh Kilton)*
- DPW Garage – 45.1% increase (75,440 kWh 2018 – 109,440 kWh 2021 – Why?

2018 & 2021 Comparison City Hall 51 N. Park

	2018yr	2021yr	Diff Units	Diff %
Fuel Use	28486	21761	na	na
Fuel Use MTCO2e	291	125	166	-57%
Electricty Use	432,956	274,640	158,316	-37%
Electricity MTCO2e	110.76	61.51	49.25	-44%
Total	**401.76**	**186.51**	**215.25**	**-54%**

- Building Renovation & Covid impacts (?)
- The 2020 modelled reduction number for the renovation project was 131 MTCO2e
- Kilton Library is approximately 37% the size of City Hall. Kilton MTCO2e emissions are approximately 32% of City Hall

2021 Kilton Library

Kilton Library	**2021**
Fuel Use (gal.)	1360
MTCO2e Fuel	8
Electricity Use Kilton	233,400
MT CO2e – elect.	52.28
Total	60.28

- Why so much electricity consumed during a Covid year?
- Aspire for Future NetZero CoL Buildings (?), e.g. Fire Station, etc.

Employee Commute Notes – hypothetical 4-day work week

	2015	2018	2021	% Change 2018-2021
Employee Commute (MTCO2e)	420	429	344	-19.8%

** 4 Day work week Model*

- Model Variables
  - 12.6 mile average commute
  - Approximately 227 employees
  - Workdays per year for 5 day work week = 240
  - Workdays per year for 4 day work week = 192

20% Reduction in MTCO2e emissions associated with a change to a 4 day work week!

Identifying Additional Actions based on the 2012 Master Plan/Municipal Climate Action Plans

Project	GHG Reduction $MTCO_2e/yr$
Projects in the Works	
2022 - 5 New Wells - Landfill GHG Reduction from Increased Methane Capture & Flare	tbd
2023 GHG Reduction from Landfill Electricity Production (1/2 year)	~413
2023 GHG Reduction from Landfill Electricity Production	827
Phase 2 Solar: Civic Memorial and Valley Cemetery Buildings	14
Phase 3 Solar: Storrs Hill, Veterans Pool, Prospect Hill, City Hall, two @ Airport	tbd
Ford F150 Lightning EV (8/1/2022?)	~5
Long Term Projects	
CoL Fleet conversion to EV	tbd
Transition CoL Buildings off Fossil Fuels - City Hall and PD to Biodiesel (?)	tbd
Projects Providing Community Wide GHG Reductions	
Lebanon Community Power – 15% of Default Svc. users opt for 50% Renewable Energy	23,12
Lebanon Community Power – 100% of Default Svc. users opt for 100% Renewable Energy	15,416

3. ADJOURNMENT:
The meeting was adjourned at 7:57 PM.

Respectfully submitted,
Dona E. Gibson, Recording Secretary